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Training (2)  
DCI/IC 73-0866/3

10 September 1973

MEMORANDUM FOR: [REDACTED]

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Jack,

You suggested it might be helpful to put down some of the historical background which pertains to the training study.

Two years ago, in the course of reviewing the DIA/NSA programs and the amount of money and effort spent by these organizations on training and training facilities, I suggested a need to measure the cost of this training against its results and also to determine whether we were maximizing the training facilities available to the Community in support of the programs. At that time DIA had requested additional funding to assist them in their facilities situation; CIA had what appeared to be an under-utilized facility [REDACTED]

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I proposed at that time to Mr. Helms that IRAC sponsor a review of the training needs in the Community and consider use of the CIA facilities [REDACTED] to accommodate their space requests. The savings to the other agencies, and the act of the DCI providing a facility to other agencies unable to get the resources to accommodate their requirements, seemed a proper short term step in the spirit of the President's directive. I expressed a view that over the long range the more cooperation the DCI could enlist in secondary factors, such as training, the more cohesiveness could be expected to evolve in USIB/IRAC attention to training content.

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In the context of resource issues under review, I informally discussed the thought with [REDACTED] NSA, with [REDACTED] DIA, and with ASD(I) -- all of whom agreed in principle

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with the desirability of better use of facilities. However, subsequently both Mr. Tweedy and the DCI preferred not to jeopardize the autonomy at any of the CIA training bases and the matter was dropped by direction.

In the course of conversations with Director Schlesinger concerning resource matters, I restated to him my conviction that the training field offers one small way to achieve more Community cooperation and contribute secondarily to improved analytic skills. I also specifically surfaced the need to [redacted] as well. Both commented favorably on the matter. Delay occurred pending restructuring of the IC Staff.

This year, when Mr. Colby was reviewing the CIA budget, he also registered concern over the cost of CIA training facilities utilization patterns. I urged he support an IRAC study of training and training facilities and consider use of the CIA facility [redacted] Mr. Colby instructed that the IC Staff should pursue the matter.

About the same time [redacted] in his responsibility for improving product, conferred with me on the desirability of undertaking a training review in somewhat broader scope than that originally envisioned by the Director's instruction. We agreed that [redacted] would jointly explore the prospects and that we would then take the initiatives needed to get the project launched in IRAC and USIB as appropriate. On 1 August [redacted] advised the program managers and ASD (I) of our intent. (Note: Paralleling these actions the Director of Training, CIA, has been actively looking into training coordination in the Community -- particularly language training -- with the Department of State.)

ASD (I) responded to [redacted] letter on 23 August. It is evident ASD (I) misread the IC intent. I understand that [redacted] has discussed the [redacted] with Mr. Colby who has given specific directions to him on handling the question. This includes developing a letter in response to the [redacted]

Before commenting or concurring in the draft of that letter, I called Red Morrison of ASD (I) and reminded him of the history of this matter. He clearly recalled these earlier meetings and exclaimed "surprise" that this had not been made clear in the IC

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initial correspondence. He urged that a meeting of the appropriate officials be called to get the matter back on track. I explained that a meeting is going to be arranged by [ ] to discuss various aspects of the proposed approach and I would make a point of being at that meeting and urged that he be there also.

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I then called you and outlined the above. I subsequently conferred with [ ] suggesting that we defer any response by letter to [ ] note pending the outcome of a session of the kind suggested. He agreed.

Note: In the course of various discourses we have had on how to handle studies sponsored by the IC Staff, I have urged, and I believe [ ] has generally concurred, that any study should be institutionalized as an IRAC, USIB, or NSCIC-sponsored matter. Generally, my view on the training study would be that terms of reference be agreed in the Working Group of the IRAC, the DCI informed, and IRAC record progress.

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cc: [ ]

DCI/IC/CCG [ ] (19 September 1973)

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